**Communication/Communicating Effectively - General information**

**Readings:**  Lynda.com: Communicating with Diplomacy and Tact by Tatiana Kolovou; and Effective Listening by Brenda Bailey-Hughes and Tatiana Kolovou

**Learning objectives**

* + Participants will understand their responsibility to communicate with all other DML staff
  + Participants will understand and use appropriate verbal and non-verbal communication, demonstrating tact and diplomacy in their communication
  + Participants will understand the importance of and employ active listening

**Presentation:**

* Basics of communication
  + Written and Oral
  + Audience and format/medium of communication
  + Verbal versus non-verbal
  + Appearance and body language
  + Active Listening
* Getting to know your staff and their communication styles
* Understanding other communication styles
* Feedback – giving and receiving

**Questions and Scenarios:**

* One of your staff members appears to shut down or begins to cry every time you try to have a serious conversation
* One of your colleagues makes negative comments about the system or the team. How do you avoid getting drawn into these conversations?

**Practical Application:**  Presentation to a group

**Introduction to Supervision/ Leading Meetings, and other Supervisory Stuff –**

**General Skills needed, Specific DML Manager Competancies**

**Readings:** Lynda.com: Delegating Tasks to your Team by Brit Andreatta

**Learning objectives**

* + To develop effective supervisors
  + To develop the key supervisory skills

**Presentation:**

* What makes an effective supervisor?
  + From Individual Contributor to people leader/Bud to Boss
  + Getting staff buy in
  + The 4 major roles:
    - Planning
    - Organizing
    - Leading
    - Controlling
  + Key supervisory skills
    - Communication
    - Conflict Resolution
    - Leadership
    - Critical Thinking
    - Interpersonal Skills
    - Time and Priority Management
    - Ability to understand diversity and generational differences
    - Problem solving
* Review Manager competencies
* Organizing and leading meetings
  + Meeting elements checklist
    - Purpose for meeting: Informational or Committee (Action & Decision)?
    - Select and invite attendees, presenters
    - Set Agenda
    - Facilitate
    - Set Next Steps

**Practical Application:** Creating an agenda, Leading a Meeting

**Professional conduct**

**General expectations; Specific DML expectations**

**Readings:** Lynda.com: Developing Your Emotional Intelligence by Gemma Leigh Roberts

**Learning objectives**

* To understand the Professional conduct expectations for Managers
* To learn to practice Emotional Intelligence

**Presentation:**

* What is a professional?
  + Emotional Intelligence
    - Understanding your own emotions
    - Controlling your reactions
    - Considering different points of view
  + Professional Communications
    - supporting DML
    - Maintaining an approachable manner
    - Modeling for staff
    - Practical tips for influencing others – using questions to help staff see/find the best path
    - Communicating with colleagues, other departments, and supervisors
    - Speaking for DML
      * Daily Conversations
      * Larger presentations
* Setting the tone for your staff
  + Modeling for other staff
    - Basic soft skills – on time, appropriately dressed,
    - Establish a welcoming atmosphere – greeting, approachable, supportive, emotionally intelligent
    - Meet regularly to keep communication flowing
    - Listening to concerns, redirecting negativity
    - Organizational support – explaining and supporting tough decisions, both your own and those of your supervisors; using “We”
* Interacting with Peers
  + Discussing successes and challenges
    - Exchanging information – honest and open, but productive
    - Encouraging peers -
    - Avoiding conversations that will damage relationships
      * Gossip
      * Unproductive, non-solution based, complaining
* Interacting with your Supervisor
  + Venting
    - Expressing your frustrations to your supervisor
    - Looking for positive, productive solutions
    - Asking for their coaching when you need it
  + Looking to Supervisor for system support
    - Ask for talking points
    - Discuss if there are other ways to help your staff through transitions or challenges
    - Ask how you and your staff can support the system/supervisor in the transition

**Questions and Scenarios:**

Look at the Emotional Intelligence worksheets

* You don’t understand a change that was made; you know a lot of patrons will complain about it, and staff are angry that they will have to take complaints. You have overheard a staff member telling a patron, “yeah, it’s stupid, but they told us we have too.” How would you handle this situation?

**Practical Application** – Role Playing?

**Interviewing, Hiring, Onboarding - Specific DML information**

**Readings:**

**Learning objectives**

* To understand how’s and why’s of the hiring process
* To have practical tools for interviewing, hiring and Onboarding

**Presentation:**

* The DML process – start to finish
  + Job Descriptions
  + Posting positions
  + Selecting a fellow interviewer
  + Sorting through resumes
  + Creating interview questions
  + Interviewing and scoring candidates
  + Factors in the overall hiring decision
  + Making a recommendation
  + Bringing a new staff member into the fold

**Questions and Scenarios:**

**Practical Application:**

Practice interviews, either with Volunteers, or as a community program

Writing Interview questions – work in pairs

**Managing Employee Performance - General Coaching; Specific DML performance appraisal and Goal setting process**

**Homework:**

Lynda.com: Coaching Employees through Difficult Situations by Lisa and Elizabeth McLeod

Lynda.com: Coaching and Developing Employees by Lisa Gales

**Learning objectives**

* To understand the need for and practical application for coaching
* To understand the need for and practical application for growing high achievers

**Presentation:**

* Low Performers, High Achievers, and Everyone Else
* What does coaching look like?
  + Daily, live time situations
    - Empathy – put yourself in their shoes, no judgement
    - Accountability - set deadlines and keep them
    - Job Understanding
  + Plan of Action: Setting expectations and accountability for coaching
  + Asking open ended questions that help the employee to find solutions
* Setting Goals
  + SMART goals & Stretch goals
  + Incremental goals
  + Goal review
* Mentoring
  + Long term object is to prepare mentee for a future position
  + Requires significant planning and commitment
  + Frequently used for high achievers
* Who is coachable? What to do with the un-coachable staff member

**Questions and Scenarios:**

* Angry/poor attitude staff member
* Excuse maker
* High Achiever

**Practical Application:**

Practice coaching scenarios

Practice open ended questions in other relationships

**Teams/Building a High Performance Team - General**

**Readings:** 5 Dysfunctions of a Team by [Patrick Lencioni](https://www.google.com/search?q=Patrick+Lencioni&stick=H4sIAAAAAAAAAOPgE-LSz9U3MKqyMEivUoKwy82SDFO0ZLKTrfST8vOz9cuLMktKUvPiy_OLsq0SS0sy8osAuEkZazgAAAA&sa=X&ved=0ahUKEwjPva3QsdXaAhUtgK0KHbGzCOEQmxMIsgIoATAX)

**Learning objectives**

* To give participants the tools to build a strong team

**Presentation:**

* Building Trust
* Creating Culture

**Questions and Scenarios:**

**Practical Application:**

Strength-finder oriented team building activity

**Conflict** **- General**

**Readings:**

Lynda.com: Conflict Resolution Fundamentals by Lisa Gates

**Learning objectives**

* Understand how to address conflict between people
* Understand why and how to have challenging conversations in a way that is productive

**Presentation:**

* What is Conflict?
  + Between direct reports
  + Between self and other
  + Between direct report and other staff

**Questions and Scenarios:**

**Practical Application:**

Tough Conversations practice

**Creativity and Visioning/Applying the Strategic Vision – General understanding; specific DML Strategic plan**

**Readings:**

**Learning objectives**

* To understand the need for and develop the ability to think in the big picture
* To understand strategic planning

**Presentation:**

* Mission
* Vision
* Strategic Plan
* Our communities are at the center
  + Defining stakeholder groups
  + Gathering input
  + Distilling input into a draft
  + Getting feedback and making revisions
  + Evaluation: Outputs and Outcomes
  + Finalizing the Plan
  + Communicating the Plan
  + Implementing the Plan

**Questions and Scenarios:**

**Practical Application**

* Creating a strategic proposal

**Community Engagement and Ethics/Ethics in the Work Place – General – workplace ethics; specific – Library ethics**

**Readings:**

**Learning objectives**

* To discuss and understand the ethics in the workplace
* To understand ethics in library work

**Presentation:**

* The big questions: Your perspective (or your patrons!) versus ALA Bill of Rights
  + Collections – balanced collections and discarded materials
  + Programs
  + Hiring and volunteers
  + Safety versus Access
  + Gifts from Patrons and vendors
  + Money – found or donated
* Is there always a clear right and wrong?
* What areas are you uncomfortable with?

**Questions and Scenarios:**

* A patron wants to treat the staff at your branch, and offers to give you $100 to provide lunch for them.
* A staff member has rented a library community room for a rally on a controversial issue, and is planning to act as the Emcee for the event.
* Parents are requesting information on their missing child, last seen two days ago at your library.
* Two children are still at your branch at closing time; you call the number they give you, and their grandfather drives up to pick them up. He is visibly impaired when he gets out of his vehicle.
* A board member asks you to host a program by a speaker from Palestine

**Practical Application**

Scenarios and discussion

**Personal Development Plan - General: how to create a plan; Specific: Library focused plans**

**Readings:**

**Learning objectives**

* To understand how to create a Personal Development plan, both for self and for direct reports

**Presentation:**

**Questions and Scenarios:**

**Practical Application**

Create the plan, meet with RG and manager on implementation